

Kansas State University Libraries

## New Prairie Press

---

Academic Chairpersons Conference  
Proceedings

35th Academic Chairpersons Conference,  
Orlando, FL

---

# Succeeding with Problem Faculty: A 6-Step Guide

Kent Crookston  
*Brigham Young University*

Follow this and additional works at: <https://newprairiepress.org/accp>



Part of the [Educational Leadership Commons](#), and the [Higher Education Administration Commons](#)



This work is licensed under a [Creative Commons Attribution-Share Alike 4.0 License](#).

---

### Recommended Citation

Crookston, Kent (2018). "Succeeding with Problem Faculty: A 6-Step Guide," *Academic Chairpersons Conference Proceedings*. <https://newprairiepress.org/accp/2018/featured/4>

This Event is brought to you for free and open access by the Conferences at New Prairie Press. It has been accepted for inclusion in Academic Chairpersons Conference Proceedings by an authorized administrator of New Prairie Press. For more information, please contact [cads@k-state.edu](mailto:cads@k-state.edu).

Pre-conference workshop

## **Succeeding with Problem Faculty: A 6-Step Guide**

Dr. Kent Crookston

Crookston's research in academic leadership included a national survey in which 3,000 department chairs and deans identified "dealing with problem faculty" as the issue with which they most wanted help; it was their stand-alone top concern. Problem colleagues in any organization include bullies, jerks, passive-aggressives, poor performers and those who are emotionally distressed. Drawing from best-selling business and leadership literature, Crookston identifies six steps for effectively dealing with a challenging colleague. Participants leave this workshop with sound practical guidance on how to act when things go wrong, but more importantly how to ensure that things go right.

